



The Passmores Co-operative Learning Community Scheme of Delegation

The phrases used in the context of this document have the following meanings:

- Consult:** The individual or group who should be consulted by the Trustees as part of the process of completing the task.
- Deliver:** The individual or group that has responsibility for undertaking the particular task delegated to them and reporting on its delivery as appropriate. In the case of the CEO this will be at Trust level. In the case of the Principal/Headteacher this will be at Local Governing Body level.
- Monitor:** The group that has responsibility for monitoring whether a particular task is being carried out to a satisfactory standard.
- Recommend:** The individual or group that should make recommendations as to how a particular task should be completed. The CEO, Finance & Audit Committee, and LGBs (in relation to their own academy), will make recommendations to the Trust Board. The Principal will make recommendations to Passmores LGB. The head teachers will make recommendations to their LGB and/or the CEO, as appropriate.
- Ratify:** Final ratification of policies or recommendations made by the CEO or appropriate group to either the Trust Board or LGBs (in cases where powers have been delegated to the LGB by the Trust Board).

Governor Monitoring: The key areas for monitoring identified by the Trust Board are: Safeguarding, SEND, disadvantaged students (includes PPG), Curriculum (includes T&L/standards), and Professional Learning & Wellbeing. Local governing bodies must monitor these areas and provide reports to the relevant LGB and Trust Board, in line with the Trust Board monitoring calendar (see Appendix). Local governing bodies may choose to monitor additional areas but in doing so, must take into account the workloads of governors, staff and the headteacher.

Communication: To stay informed of the activities of committees that individual governors are not members of, local governors and trustees are requested to read the relevant minutes. These are available on the Governors' Sharepoint: <https://passmoresacademy.sharepoint.com/sites/Governors>

| Strategy & Leadership | Members | Trust Board | LGB | Finance & Audit | Pay/Remunerati on Committees | CEO | Principal/headteacher |
|--|-------------------------------|--------------------------|-------------------|-----------------|------------------------------|---------|-----------------------|
| Appointment/removal of trustees | Deliver Ratify (up to 6) | Deliver Ratify | Recommend | | | | |
| Issue direction to the Trustees to take a specific action | Deliver by special resolution | Consult | | | | Consult | |
| Appointment/removal of clerk | | Deliver Ratify | | | | | |
| Appointment of LGB Chair and vice-chair | | Ratify | Recommend Deliver | | | | |
| Removal of LGB Chair and vice-chair | | Recommend Ratify Deliver | Recommend | | | | |
| Appointment/removal of Trust governors and Finance governors | | Deliver Ratify | | | | | |
| Appointment/removal of local governors | | | Deliver Ratify | | | | |

| Strategy & Leadership | Members | Trust Board | LGB | Finance & Audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|--------------------|--|---|-----------------------------|----------------------------|-----------------------|
| Trust Board Chair's Action | | Chair to deliver | | | | Recommend | |
| F&A Committee Chair's Action | | | | Chair to deliver. Excludes approval of Trust's budget | | Recommend on advice of CFO | |
| LGB Chairs' action | | | Chair to deliver | | | | Recommend |
| Decisions relating to Trust's expansion or changes to number of schools in Trust | Consult | Ratify | Consult | | | Recommend Deliver | |
| Policies – review and approval of Trust wide policies | | Ratify | Trust Board may consult with LGB if required | Ratify finance policies – consult with Trust Board if appropriate | | Deliver | |
| Scheme of Delegation, Review and approval | | Deliver Ratify | | | | | |
| Setting the Vision of the Trust | Consult | Deliver Monitor | Consult | | | Consult | Consult |

| Strategy & Leadership | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|---|--|--------------------|-----------------------------|---------------------------------|-----------------------|
| Trust's Three Year Strategic Plan | | Monitor Ratify | Consult Recommend | | | Consult Recommend Deliver | Consult |
| Setting and reviewing KPIs for the Trust | | Monitor Ratify | Consult Recommend | | | Recommend Deliver | |
| Policies – review and approval of academy policies. | | Admissions, Safeguarding/CP and SEND policies must be ratified by Trust Board | Ratify, except Admissions, Safeguarding/CP and SEND policies - consult | | | | Deliver |
| Prepare terms of reference (ToR) for committees. | | Deliver Ratify | Consult on LGB ToR | Consult on F&A ToR | | | |
| Establish and review the policy for governors' expenses | | Deliver Ratify | Consult | | | | |
| Members', Trustees', Finance and LGB governors' Code of Conduct | | Deliver Ratify | | | | | |
| Establish Trustees'/Finance governors' Induction Policy | | Ratify | | | | Deliver | |

| Strategy & Leadership | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---|--|-------------------------------|--------------------------|--|-----------|-----------------------|
| Establish LGB governors' Induction Policy | | | Deliver Ratify | | | | |
| Training programme for trustees finance/LGB gov's | | Recommend for trustees / finance governors | Recommend for local governors | | | | |
| Monitoring progress of School Improvement Plan | | | Monitor | | | | Deliver |
| Monitor progress of Trust Improvement Plan | | Deliver | | | | | |
| Dates of committee meetings | | Ratify | Consult for LGB meetings | Consult for F&A meetings | Consult for Pay and Remuneration Committee | | Recommend |
| Amend Articles of Association | Deliver Ratify, subject to consent from third parties e.g. ESFA | | | | | | |
| Deployment of key staff within the Trust | | Ratify | | | | Recommend | |

| Strategy & Leadership | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|-------------------|-------------|---------|-------------------|-----------------------------|-----------|-----------------------|
| Changes to the senior leadership structure | | Ratify | Consult | | | Recommend | Consult |
| Change the name of the Trust | Deliver Ratify | Consult | Consult | Consult | | Recommend | Consult |
| Wind up the academy trust | Deliver Ratify | Consult | Consult | Consult | | Recommend | Consult |

| Education & curriculum | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|-----------------------------|-------------------------------|-------------------|-----------------------------|--|-------------------------------------|
| Processing systems to improve the quality of teaching: Challenge and support to support delivery of education | | | Monitor | | | Deliver by supporting H/Ts and intervening where appropriate | Deliver |
| Educational standards and students' achievements | | Monitor | Monitor | | | | |
| Safeguarding procedures | | Ratification of policy | Monitor Consult on policy | | | | Deliver |
| Pupil Premium Spending | | | Monitor Ratify PPG report | | | | Deliver |
| SEND procedures | | Ratification of policy | Monitor Consult on policy | | | | Deliver |
| Set and publish targets for student achievement | | Ratify (Trust-wide targets) | Ratify (school level targets) | | | Recommend Deliver (Trust level) | Recommend Deliver (school level) |

| Education & curriculum | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|--|---|---|-------------------|-----------------------------|----------------------|---------------------------|
| Developing, implementing and reviewing the curriculum | Monitor as part of ensuring PCLC's Objects are met | Consult on strategic Trust-wide matters Ratify | Consult on strategic school level matters. Monitor effectiveness | | | Deliver (Trust-wide) | Deliver (school level) |
| Approval of school residential trips | | | Ratify | | | | Recommend/Deliver |
| Pupil Premium – review and challenge in terms of educational outcomes and narrowing the gap | | | Monitor | | | | Deliver and report to LGB |
| Approval and review of Admissions Policy | | Ratify | Consult | | | Deliver | Recommend |
| Students' attendance and punctuality | | Ratify policy | Monitor | | | | Deliver and report to LGB |

| Education & curriculum | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|---|--|-------------------|-----------------------------|----------------------------------|---|
| Academy hours: Opening and closing times, length of school day | | Ratify | Consult | | | Recommend changes as appropriate | Recommend changes as appropriate Deliver |
| Term dates | | | Ratify | | | Recommend changes as appropriate | Recommend changes as appropriate Deliver |
| Student disciplinary and exclusion decisions | | Decisions on reinstatement of excluded students to be delegated to a Pupil Discipline Panel to include a majority of trustees | Ratify Exclusion policy Non-statutory governors' panel may be required in accordance with school behaviour policy | | | | Deliver in accordance with school's policy. |
| Students disciplinary and exclusion appeals | | Delegate appeals to a subcommittee of three PCLC governors, which must include at least two trustees. | LGB Chair can reinstate student if exclusion means they would miss a public exam. | | | | Recommend and deliver in accordance with school's policy. |

| Education & curriculum | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|-------------|---------|-------------------|-----------------------------|---------|-----------------------|
| School lunch – compliance and nutritional standards and FSM criteria | | | Monitor | | | | Deliver |
| Approval of Sex & Relationships Policy | | Ratify | Consult | | | Deliver | Recommend |

| Finance and premises | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|-------------|---------|---|-----------------------------|-----------|-----------------------|
| Funding Model across the Trust to secure the Trust's financial health. | | Ratify | | Consult | | Recommend | |
| Formulating and setting the Trust wide budget | | Ratify | Consult | Recommend | | Deliver | |
| Expenditure of Trust's budget | | Ratify | | Monitor and report to trustees | | | |
| Review and approval of financial policies such as Charging and Remissions policy | | | | Ratify – seek advice from Trust Board if appropriate. | | Deliver | |
| Formulating and determining the proportion of the overall budget to be delegated to each academy | | Ratify | | Recommend | | Deliver | |

| Finance and premises | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|--------------------------------------|-------------|---------|-------------------|-----------------------------|---------|-----------------------|
| Monitoring expenditure in relation to school development plan | | | Deliver | | | | |
| Monitoring of auditing and financial controls | | | | Deliver | | | |
| Financial reporting and KPIs | | Ratify | | Monitor | | Deliver | |
| Delegated budgets and finance - scheme of delegation of financial authority of academies | | Ratify | | Recommend | | Deliver | |
| Approval of financial accounts, and submission of statutory reports to EFA and other third parties | Right to receive the annual accounts | Ratify | | Monitor | | Deliver | |

| Finance and premises | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|-------------|-----|-------------------|-----------------------------|---------|-----------------------|
| Corporate risk register | | Ratify | | Monitor | | Deliver | |
| Investment policy, in line with Academies Financial Handbook and internal policies and controls | | Ratify | | Recommend | | Deliver | |
| Setting Trust wide procurement policies, including HR and payroll, solicitors, in accordance with the Academies Financial Handbook and Funding Agreement | | | | Monitor | | Deliver | Recommend |
| Selection of auditors | Ratify | | | Consult | | Deliver | |
| Determining, allocating and overseeing central services provided to Trust's academies | | Ratify | | | | Deliver | |

| Finance and premises | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|-------------|---------|-------------------|-----------------------------|---------|-----------------------|
| Asset and premises management strategy - determining the use of Academies' premises and ensuring these are adequately maintained. | | Ratify | | | | Deliver | Recommend |
| Acquiring and disposing of Trust's land and assets | | Ratify | | | | Deliver | |
| Change of use of Trust's fixed assets | | Ratify | Consult | | | Deliver | Recommend |
| Arranging insurance for the Trust | | | | Consult | | Deliver | |
| Establish and review of Trust-wide Health & Safety policy and appendices | | Ratify | Monitor | | | Deliver | |
| Establish H&S KPI's | | Ratify | | | | | Recommend Deliver |

| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|------------------------------|-----------|--------------------------------|--|--------------------------------|-----------------------|
| Appointment of CEO | | Trust Board Panel to deliver | | | | | |
| Appointment of Principal/headteacher at each academy | | Deliver Ratify | Consult | | | Consult | |
| Vice-principal/deputy headteacher appointments | | Ratify | Recommend | | | Consult | Deliver |
| Appointment of cross-trust staff | | Consult | Consult | | | Recommend Deliver | |
| Appointment of academy staff | | | | | | Consult for appointment of SLT | Deliver |
| Establish and review of Trust wide HR policies including Disciplinary and Capability procedures | | Ratify | | | | Deliver | |
| Setting Appraisal Policy and Pay Policy | | Ratify | | Recommendations for Pay Policy | Recommendations for Appraisal and Pay Policy | Deliver | |

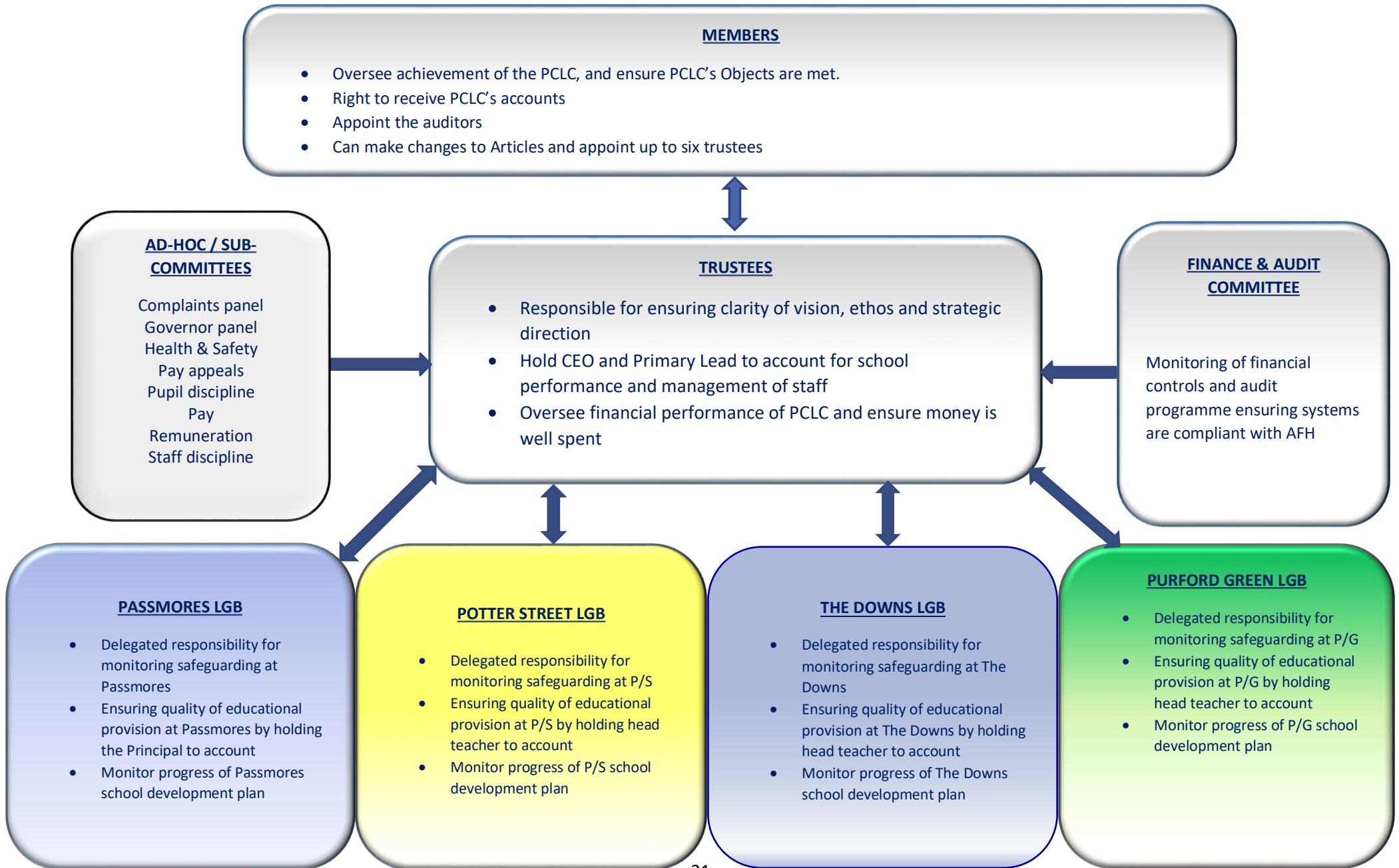
| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|-------------------------------------|--|--------------------------------|-----------------------------------|---------|-----------------------|
| CEO appraisal and mid-year review | | CEO's PMR Panel to deliver | | | Remuneration Committee to monitor | | |
| Primary Lead appraisal and mid-year review | | Primary Lead's PMR Panel to deliver | | | Remuneration Committee to monitor | Deliver | |
| Co-Principal / Headteachers' appraisal and mid-year review | | | Nominated LGB governor (other than Primary Lead) and one external advisor to deliver, overseen by CEO. | | Remuneration Committee to monitor | Deliver | |
| CFO appraisal and review | | | | F&A Committee Chair to deliver | Remuneration Committee to ratify | Deliver | |
| Setting terms and conditions of employment | | Ratify | | | | Deliver | |

| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|--|---------|---|---------|-----------------------------------|-----------------------------|----------------------|-----------------------|
| Dismissal or suspension of CEO | | One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver | | | | | |
| Dismissal or suspension of Primary Lead | | One trustee to act as investigating officer. Formal meeting with three other trustees. Deliver | | | | Recommend Deliver | |
| Dismissal or suspension of co-principal/headteacher | | If formal meeting required, three trustees to form subcommittee. | | | | Recommend Deliver | |
| Dismissal or suspension of senior and cross-Trust staff. | | Ratify | Consult | | | Recommend Deliver | |
| Dismissal or suspension of other staff. | | | | | | Ratify | Recommend Deliver |
| Redundancy, staff re-structuring and early retirement. | | Ratify | | Consult re financial implications | | Deliver | Recommend |

| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|---|-----|-------------------|-----------------------------|-----|-----------------------|
| Appeal hearing following dismissal of CEO | | Two trustees (other than the CEO) and one other PCLC governor who have not been involved at an earlier stage to ratify and deliver. | | | | | |
| Appeal hearing following dismissal of Primary Lead/Head teacher/ Co-principal | | Two trustees (other than the CEO) and one other PCLC governor who have not been involved at an earlier stage to ratify and deliver. | | | | | |
| Appeal hearing following dismissal of Cross-Trust staff | | Subcommittee of PCLC governors to include at least two trustees (other than the CEO) to ratify and deliver. | | | | | |

| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|--|-----|-------------------|--|---------|-----------------------|
| Appeal hearing following dismissal of academy staff | | Subcommittee of PCLC governors to include at least two trustees (other than the CEO) to ratify and deliver. | | | | | |
| Implementation of Pay Policy and Appraisal procedures | | | | | Monitored by Pay Committee. Executive pay and appraisal monitored by Remuneration Committee. | Deliver | Deliver |
| Pay Appeals | | Decisions on pay appeals will be delegated to a subcommittee consisting of a majority of trustees who have had no previous involvement in pay decisions. | | | | | |

| HR and operations | Members | Trust Board | LGB | Finance and audit | Pay/Remuneration Committees | CEO | Principal/headteacher |
|---|---------|--|---------|-------------------|-----------------------------|-----------------------|------------------------|
| Media and PR, overseeing public relations and projecting to the wider community | | Consult | | | | Deliver (Trust level) | Deliver (school level) |
| Academy prospectus | | | Consult | | | | Deliver |
| Dealing with complaints | | In accordance with PCLC Complaints policy, a subcommittee may be formed comprising of at least two trustees. | | | | | |



Appendix: Trust Board Calendar of monitoring

| Key area | What | When |
|---|--|--|
| Safeguarding | All LGBs to receive a report from the designated governor. This will be also reviewed by the Trust Board. | Second LGB meeting of autumn term. Review at December meeting for Trust Board |
| Professional learning / staff wellbeing | All LGBs to receive the calendar of professional learning. Clerk to check with head teacher if there is anything to report on staff wellbeing when setting agendas throughout the year. All LGBs to receive a report from the designated governor on the impact of CPD on teaching and learning and teacher' workload. | First LGB meeting of autumn term Termly or as appropriate Report to LGBs and Trust Board in July |
| Curriculum/ teaching and learning | All LGBs to receive a report from the designated governor on intent, implementation and impact of the curriculum on standards across the school. | LGBS – January Trust Board - February |
| Disadvantaged, including PPG | All LGBs to receive a report from the designated governor on progress and attainment of disadvantaged pupils and impact and use of PPG funding. | LGBS – March Trust Board - April |
| SEND | All LGBs to receive a report from the designated governor on progress and attainment of SEND pupils and impact of SEND support and interventions. | LGBS - March / May Trust Board – May |

In addition, the Trust Board has delegated the responsibility for monitoring pay and appraisal to LGB pay committees who will meet in the autumn term.